

The Town Manager's responsibility is to best leverage the Town's resources to achieve the citizen's ends. Citizens express their desires through direct communication to Town Hall, Town Meeting, their work on various boards and committees, and the Select Board.

The resources are the budget, personnel, the Physical Plant, land, collaboration with neighbors and equipment.

The outcome we are looking to encourage is efficient and creative use of the resources to achieve the Town's goals in a sustainable manner:

1. Maintain a high level of Town services;
 - a. emergency services
 - i. response times
 - ii. coverage
 - b. Utilities services
 - i. Water
 - ii. Drain
 - iii. roads
 - c. Plant serviceability
 - i. Level of deferred maintenance
 - ii. Up time
 - d. Human services
 - i. Soup kitchen
 - ii. Shelters
 - iii. Seniors
 - iv. Kids
 - e. Recreation services
 - i. Recreation areas
 - f. Quality of life
 - i. Snow plowing
 - ii. Tree & ground maint
 - iii. Cleanliness

Review criteria;

Adequate resources, success at providing support needed
Standards, appropriate standards are set and communicated to staff(as established by SB, TM, etc.)
Monitoring the actual quality of services provided
Communication, effective at keeping SB abreast of quality of services

2. Support the staff: one of the most important resources of the Town are the people who do the work.

- i. Human resources
 - ii. Effective processes
- b. Staff organization
- c. Staff assignments

Review criteria;

Provides Resources – staffing levels, materiel
 Organization of work
 Maintaining staff effectiveness

- 3. (III. Maintain high level of resident satisfaction with employee interface)
 Communications;
 - a. Staff
 - b. Citizens
 - i. GIS
 - ii. PCI
 - iii. Web
 - iv. Newspaper
 - c. SB (IV.SB members will feel adequately informed by manager)
 - d. TM and other comms and boards
 - i. Web
 - ii. CAFs and appointments

Review criteria; personal communication, effectiveness, efficiency

- 4. Budget
 - a. accurate
 - b. reflects Town's goals & SB policy
 - c. sustainability
 - d. efficient

Review criteria; see above

- 5. Dealings with o/s entities
 - a. Regional contracts
 - b. Union contracts
 - c. contracts
 - d. Grants
 - e. Institutions
 - f. Regional agreements
 - g. Economic development

Review criteria; Effectiveness

- 6. Separate initiatives: Some things just cut across many of the categories and deserve to be evaluated individually.

Loose thoughts:

Select Board's role (note that we are amateurs at this complicated field of review)
– consultants, interpreters of citizen's wishes, conduit

Need to develop testable criteria for each menu item, how to test (now ad hoc: I
"feel" that this or that was done well)

There will be items of greater import some years than others

Town is a quasi business – bottom line includes things we like not just cash